

**RESOLUTION**  
**By Cunningham**

**Approving the Neighborhoods 2020 framework recommendations.**

Whereas, Minneapolis has a vibrant network of neighborhoods comprised of 84 distinct residential neighborhoods that are served by 70 neighborhood organizations; and

Whereas, communities identified as neighborhoods can range in size from as few as 572 residents to some the size of small towns, with residents in numbers more than 20,000. Each neighborhood is unique, with residents, businesses, nonprofits, schools, parks, the city and others, all interacting to create their own unique community; and

Whereas, the neighborhood organizations that serve these communities are as varied as the communities themselves. Some organizations have histories dating back more than 100 years, while others have been around less than 20 years. Some organizations represent one neighborhood, while others work across multiple neighborhoods. Some have staff, while a few have historically run with the commitment of volunteers alone; and

Whereas, the City recognizes that neighborhood organizations are positioned to identify local issues and opportunities and understands that Minneapolis greatly benefits from a robust neighborhoods system; and

Whereas, there are also numerous community organizations throughout the city that focus on serving specific populations within the city and these organizations are especially helpful in engaging with cultural communities in the City; and

Whereas, neighborhood organizations have been funded by the City since 1974; and

Whereas, neighborhood organizations have been allocated a total of \$226,072,907 through the Neighborhood Revitalization Program (NRP) since 1991; and

Whereas, the Neighborhood and Community Relations Department (NCR) was established in 2009 to address and remove barriers to full civic participation and meaningful engagement, to improve the City's overall engagement structure and support neighborhood vitality through neighborhood-based priority setting, planning and implementation, technical support to neighborhood organizations, aiding neighborhood organizations with navigating through City processes; and

Whereas, under Resolution 2008R-402, the City Council established a Neighborhood and Community Engagement Commission (NCEC) with responsibilities to advise the Mayor, City Council, and City departments on community participation policies and processes to systematize community input into City processes; and

Whereas, the resolution also gave the NCEC responsibility for recommending the distribution of funding for a neighborhood funding program, which became known as the Community Participation Program; and

Whereas, NCR supports both neighborhood and community organizations to carry out both people-based and place-based community engagement; and

Whereas, since 2010, the City of Minneapolis has provided between \$3-4 million annually in funding through the Community Participation Program (CPP) to neighborhood organizations; and

Whereas, NCR assumed full responsibility of neighborhood programming on January 1, 2012; and

Whereas, CPP funding comes from tax increment financing districts and will expire on December 31, 2019; and

Whereas, CPP funding available to neighborhood organizations is expected to run out by the end of December 2020; and

Whereas, the Neighborhoods 2020 initiative focuses primarily on neighborhood organizations; and

Whereas, the Neighborhoods 2020 initiative recommends a new approach to funding that would carry forward after December 2020; and

Whereas, the vision for Neighborhoods 2020 is to have an inclusive community where all people are valued, all communities are engaged, and leadership mirrors the great diversity of the City; and

Whereas, Minneapolis' neighborhood and community organizations work together to create a community engagement system that is both people and place focused, recognizes the unique strengths and limitations of neighborhoods, and creates space for ideas, people, and planning; and

Whereas, Minneapolis will have an equitable civic participation system that enfranchises everyone, recognizes the core and vital service neighborhood organizations provide to the City of Minneapolis and builds peoples long-term capacity to organize and improve their lives and neighborhoods (Minneapolis 2040 Plan); and

Whereas, neighborhood programming will provide transparency in financial information, programming and operations; accountability to the residents of Minneapolis; consistency in operations of both the City and neighborhoods; simplicity in operation so that any resident of Minneapolis can fully participate; equity in the decision-making process and resource allocation; collaboration and partnership between neighborhood organizations, community organizations, and the City of Minneapolis and maintenance of a sense of place and pride for communities; and

Whereas, in 2015, NCR embarked on a planning effort to define the community engagement system within the City and a series of engagement, outreach, and collaborative efforts have led to the proposed framework; and

Whereas, the starting point for this work was the creation of the *Blueprint for Equitable Engagement*, which was adopted by the City Council in 2016; and

Whereas, the NCEC create a Neighborhoods 2020 subcommittee with the purpose to partner with NCR staff, neighborhood organizations, City Council offices as appropriate, and other key stakeholders to conduct engagement, to develop and compile recommendations to the NCEC on actions to envision the next phase of Minneapolis' neighborhood programming that reflects changes in the city's population diversity and demographics, as well as changing opportunities and challenges in the 21st Century; and

Whereas, NCR, along with the NCEC, started these conversations through *Art of Hosting* engagement method and provided training in the *Art of Hosting* techniques to interested neighborhood organization staff, board members or residents; and

Whereas, in 2017, seven community conversations titled “World Cafés” were held across the City; and

Whereas, the following three questions were asked during these community conversations: What services, opportunities and information should neighborhoods provide? What are characteristics of an effective neighborhood organization? And how can neighborhood organizations empower engagement?; and

Whereas, five of the seven World Cafés were organized as a partnership between neighborhood organizations, the Neighborhood and Community Engagement Commission (NCEC), and NCR, and two additional conversations were held for the Southeast Asian and the Latino and American Indian communities; and

Whereas, a total of 583 people attended the seven World Cafes; and

Whereas, in 2018, NCR released the *Neighborhoods 2020 Roadmap; A guide for conversation* as an outcome of the World Café conversations, which laid out the framework for why the City was undertaking the Neighborhoods 2020 initiative, explained the project timeline, and proposed some recommendations for actions to be taken on policy, programs, and oversight; and

Whereas, a 45-day public comment period was held between March – April 2018 on the *Neighborhoods 2020 Roadmap; A guide for conversation*; and

Whereas, comments were received from 33 neighborhood organizations and 16 individuals; and

Whereas, an engagement summary report of comments received from the public comment period was presented to the Public Health, Environment, Civil Rights and Engagement (PECE) Committee in May 2018, and as an outcome, three workgroups were established to help create recommendations on the creation of the policy framework to support neighborhood and community organizations; and

Whereas, the NCEC approved a document titled Recommendations for *Recalculating the Neighborhoods 2020 “Roadmap”*; and

Whereas, the three workgroups focus areas were: Program guidelines, funding and implementation, Governance and City-wide community engagement policy; and

Whereas, each workgroup consisted of 16 members consisting of representatives from neighborhood organizations, cultural groups, the NCEC, those with equity/undoing racism experience, and representatives appointed by the City Council and Mayor; and

Whereas, before the start of their work, workgroup members received equity and inclusion training from Strategic Diversity Initiatives to provide a lens of equity and inclusion to the development of the policy framework; and

Whereas, workgroups were facilitated by CoAct Consulting who brought expertise in cultural competency, diversity and inclusion, and leadership development; and

Whereas, the workgroups level of participation based on the International Associations of Public Participation (IAP2) spectrum of engagement was collaborate; and

Whereas, workgroups met twice a month from August through December 2018 committing over 900 volunteer hours to the Neighborhoods 2020 initiative; and

Whereas, five community listening sessions were held, three sessions were held in Hmong, Somali, and Spanish, based on each workgroup's draft recommendation report to get input on what they would like to see for their neighborhood moving forward; and

Whereas, an internal group of City staff and leadership reviewed the draft recommendations prior to release, this group included the City Attorney's Office, the Internal Auditor, the City Coordinator's Office, the Division of Race and Equity, the Innovation Team, the Arts, Culture and Creative Economy Office and Finance and Property Services; and

Whereas, NCR released its Neighborhoods 2020 Framework Recommendations on January 28, 2019, and held a 63-day public comment period on the document which concluded on March 31, 2019; and

Whereas, NCR held six informational meetings, three of the six meetings were held in Spanish, Somali and Hmong, and NCR staff were invited to attend an additional 34 meetings to discuss the Neighborhoods 2020 framework recommendations; and

Whereas, during the 63-day public comment period over 1,000 people were involved; and

Whereas, at the close of the 63-day public comment period a total of 300 responses were received via letter, email, text and comment cards, with over 700 unique comments; and

Whereas, NCR established a Comment Review Panel made up of representatives selected by the NCEC, a foundation representative, City staff representatives, including the Division of Race and Equity, with facilitation provided by Culture Brokers, LLC.; and

Whereas, the Comment Review Panel issued a summary report of comments and recommendations for the NCR department to consider; and

Whereas, NCR now presents the final neighborhoods 2020 framework recommendations for approval of the City Council.

Now, Therefore, Be It Resolved by The City Council of The City of Minneapolis:

That the Neighborhoods 2020 Framework and the following policies be and hereby are adopted; to-wit:

(a) Program purpose: Funding for neighborhood programs instills a sense of community and builds connections to local government by supporting the following public purposes.

1. Identifying and Acting on Neighborhood Priorities

As partners in building a better city and creating vibrant, safe, welcoming and livable neighborhoods, neighborhood organizations and the City each have specific roles in identifying and acting on neighborhood priorities. Neighborhood organizations will identify and address issues that affect the

neighborhood, aligning their resources (staff, volunteers, funding, etc.) to provide input into City plans, budgets or programming.

2. Influencing City Decisions on Plans, Policies, Programs and Services

City decision-making is improved when we involve those affected by these decisions. The City's Core Principles of Community Engagement state that those who are affected by a decision have a right to be involved in the decision-making process. Through partnering with neighborhood organizations, the City of Minneapolis can better reach—and be informed by—people who are affected by city decisions.

3. Increasing Involvement in Civic and Community Life

The City and neighborhood organizations are better able to develop meaningful strategies—and successfully implement those strategies—when more people are informed and involved through an equitable process that includes multiple strategies to promote participation of all Minneapolis residents. Neighborhood organizations are positioned to employ creative engagement and placemaking activities, and to cultivate involvement and leadership of historically under-represented groups, a key outcome identified in the City's Blueprint for Equitable Engagement. The City will work with neighborhood organizations to maximize the involvement of all residents and other stakeholders in civic and community life.

(b) Support Services: NCR will provide training, technical assistance and tools and resources to neighborhood organizations. Assistance areas may include, but are not limited to: Training, Technical Assistance and Tools and Resources.

1. NCR will need to increase capacity and perform an internal review to ensure the department is able to provide training, technical assistance along with tools and resources for neighborhood and community-based organizations to be successful and meet program requirements. Annually NCR, with the assistance of partner organizations, will evaluate programmatic needs and take a progressive approach to ensure long-term success.

2. NCR will expand the legal services to provide access to all neighborhood organizations in a balanced manner; and repurpose current funding allocations to increase expanding financial support services with neighborhood organizations.

3. NCR will partner with the Division of Race and equity to increase training capacity, in bringing specialized experts in assisting neighborhood organizations, and equip neighborhood organizations with new methods to increase their capacity. Also, NCR will partner with Arts, Culture, and Creative Economy to support the engagement capacity of neighborhood organizations, enhance their ability to facilitate community engagement and equip them with new tools for working effectively with underrepresented communities.

4. NCR will encourage collaboration between neighborhood organizations and/or community organizations to pool common services. Bonus points will be awarded on funding proposals for organizations that are seeking to pool services, and NCR will provide both technical assistance supporting pooled services and financial incentives to increase the service model. Pooled services will result in lower overall costs and allow each organization to increase its level of service to its constituents. Pooled services may include, but are not limited to:

- a. Staffing and specialized staff
- b. Administrative expenses such as rent and overhead

- c. Accounting services
- d. Community outreach and engagement, such as door knocking
- e. Shared office space
- f. Newsletters, website and other communications
- g. Health care and other benefits for part-time staff
- h. Bulk buying services
- i. Project(s) in multiple neighborhoods

(c) Funding: NCR is recommending that community engagement funding will be provided in 3-year cycles to neighborhood and community organizations to best support the organization's ability to plan. Of the total amount allocated for community engagement programming, 25% will be set aside for community-based organizations (CBOs), and 75% will be available to Minneapolis neighborhood organizations.

1. Neighborhood organization funding: Neighborhood organization funding will be an "opt-in" system. That is, neighborhood organizations will be eligible to receive city funding if they agree to follow program guidelines and requirements. Yearly acknowledgement of program guidelines and requirements will be part of the annual contracting process. If a neighborhood chooses not to participate, it will be removed from the funding formula and resources will be re-distributed accordingly.

a.) Base Funding: 50% of the amount allocated to neighborhood organizations will be available for neighborhood organization expenses such as staff, rent, phones, mailers and newsletters. Additionally, eligible funding will include access to food, childcare, and interpretation services at community events and meetings that serve the public purposes of the program.

Neighborhood organizations will provide a Diversity Action Plan identifying how their organization leadership diversity currently reflects or intends to improve to reflect the diversity within the neighborhood, including race, gender, age, income, and homeowner or renter status. The plan will outline procedures, meetings, and events that will reach out to a wider demographic base. This Action Plan will be provided as part of the application process.

b.) Impact Funding: 25% of the amount allocated to neighborhood organizations will be available for increasing their engagement activities of underrepresented communities in their area. Neighborhood organizations will be encouraged to explore new activities that increase resident participation within their geographic area and combine activities with other neighborhood, community or non-profit organizations. Impact funding will be awarded annually based on intended outcomes.

Neighborhood organizations may request Impact Funding to meet the *Diversity Action Plan goals*. The allocation will be authorized on an annual basis, and will be evaluated annual with neighborhood organizations to determine if goals were met. Each annual allocation will be approved based on prior year's goals met.

c.) Discretionary Funding: 25% of the amount allocated to neighborhood organizations will be available for one-time projects or projects that could be potentially self-sustaining in the future and/or are unique to the neighborhood or the area. Discretionary funding

will be available to a single entity, a partnership or sponsorship to address these priorities. Examples of the areas in which discretionary funds could be used include, but are not limited to:

1. Outreach staff
2. Planning for future projects
3. Capital projects
4. Farmers markets
5. Community gardens
6. Increased community engagement activities
7. Housing/business development
8. Environmental projects
9. Park/school/library projects
10. Traffic/infrastructure projects
11. Other specialized projects

2. Community Organization Funding: The purpose of the community organization funding will be to address city- identified priorities through existing Community Based Organizations (CBOs). Funding proposals from CBOs will fall under one of two funding groups.

1. Projects that develop and prepare leaders to serve on city boards and commissions, meaningful work groups and task forces or on one of the Minneapolis neighborhood organization boards.
2. Projects that connect diverse residents to the city and engage specific targeted audiences beyond neighborhood borders. These programs may be either established programs or new programs.

3. Neighborhood Revitalization Program Funding: NCR Recommends that improvements to the Neighborhood Revitalization Program (NRP) be identified and implemented in order to simplify access and create flexibility in how neighborhood organizations can use funds. NRP Funds will continue to be dedicated to specific neighborhoods.

(d) Neighborhood Organization expectations: In order to be eligible for city funding, neighborhood organizations must agree to meet the following conditions. Best practices are recommended but not required to receive funding.

1. Financial and Legal Accountability: Funded organizations will agree to follow NCR's Audit Policy, which will be updated to focus on greater transparency and accountability. Audits will be paid for by NCR; however, failure to agree to an audit or financial review may result in termination or suspension of contracts. If a funded organization has identified or been informed of embezzlement, fraud or misappropriation of funds, the organization must cooperate with any investigation. Funded organizations should use an approved accounting/ financial software program.

NCR will support neighborhood organizations through:

1. Research, training, monitoring and continued on-going support;
2. Accounting programs which offer the best value for cost will be researched; and
3. Increased training on accounting programs;

NCR will accomplish this increased technical and training support by reallocating current funds to support an internal financial auditor who will assist in developing sound financial management policies and work with neighborhood organizations to ensure fiscal transparency.

2. Expectations to Perform: Funded neighborhood organizations will adhere to a set of minimum standards. Neighborhood organizations will report contract deliverables annually.

NCR will provide neighborhood organizations:

1. A minimum standard set of bylaw requirements;
2. Guidance on best practices and minimum requirements;
3. Assistance from a non-profit attorney;
4. Guidance on how to amend bylaws; and
5. Support to ensure that neighborhood organizations remain eligible for funding.

3. Bylaws: To support consistency and simplify the organizational meeting process for all residents, the new program will include a minimum standard set of requirements that funded neighborhood organizations must include in their bylaws. Neighborhood organizations will submit bylaws to the city for a program compliance review and be provided adequate time to make any necessary changes. Neighborhood organizations will continue to have the ability to tailor their bylaws to ensure the character, needs, and vision of their organization can meet their specific organization. All neighborhood organization bylaws changes will be approved by their membership at a general membership meeting.

4. Meetings and Participation: All funded neighborhood organizations will have annual meetings where the board of directors is elected.

NCR recommends that neighborhood organizations conduct at least two general membership meetings, one of which provides for the election of board members. NCR will provide support, if needed, to any neighborhood organization.

The process for nominating and electing board members will be similar for all neighborhood organizations. This will include allowing nominations for board candidates from the floor at the annual meeting. Not all residents can attend an annual meeting but may have interest in participating in the election process. Therefore, an alternate method to vote will be provided. Voting processes will be simple and easy to understand.

To simplify participation in the election process, maximize marketing/ awareness campaigns and educate the general public about neighborhood organizations, a citywide Neighborhood Election Day (a single day for all neighborhood board elections) will be established by NCR.

5. Board Membership and Leadership Development: Achieving representation that reflects the diversity of a community requires both an incentive-based and regulatory-based approach. Supporting a balance of organizational stability, while providing access for new leadership, is important.

All funded neighborhood organizations will be required to:

1. Have no more than 25% of the board membership serve more than 6 years



2. Require board officer term limits
3. allow ex-officio non-voting board members -optional

6. Diversity Action Plan: A “Diversity Action Plan” will be required. The Diversity Action Plan, developed jointly by NCR and the neighborhood organization, will demonstrate how the neighborhood organization will improve their leadership internal diversity. The plan will include processes and practices that will actively encourage new membership that reflects the diversity within the neighborhood including, race, gender, age, income, and homeowner and renter status. The plan will outline procedures, meetings and events that will reach out to a wider demographic base.

NCR recommends that all neighborhood organizations submit a Diversity Action Plan at the time of applying for funding. The Action Plan will communicate how their organization leadership diversity currently reflects or how their organization are working to have the leadership reflect diversity of their neighborhood, including race, gender, age, income, and homeowner or renter status.

The Action Plan can be developed jointly with NCR and the neighborhood organization. The plan will include processes and practices that will actively encourage new membership that reflects the diversity within the neighborhood including, race, gender, age, income, and homeowner and renter status. The plan will outline procedures, meetings and events that will reach out to a wider demographic base. NCR will:

1. Provide a format to all neighborhood organizations that they can use to submit their Diversity Action Plan;
2. Will review and assist neighborhood organizations in the creation of the Diversity Action Plan; and
3. Collect and share best practices learned by other organizations, as well as, other means of support.

7. Outreach: The outreach plan will be submitted by neighborhood organizations at the time of application. The plan will be provided in conjunction with the Diversity Action plan. Written communication can be considered a type of community engagement, but shall not be the only outreach tool a neighborhood organization utilizes. NCR will:

1. Provide a format to all neighborhood organizations that they can use to submit their Diversity Action Plan and Outreach Plan;
2. Will review and assist neighborhood organizations in the creation of the Diversity Action plan and the Outreach Plan; and
3. Collect and share best practices learned by other organizations, as well as, other means of support.

NCR will work with a consultant to develop program guidelines, including a logic model with inputs, activities, outcomes, metrics for evaluation and monitoring. NCR will also develop templates for the Diversity Action Plan and Outreach and Engagement Plan.

NCR will also conduct an internal review of its services and support to neighborhood organizations, with a focus on budget neutral options. NCR will complete this work by November 4, 2019.

(e) Governance:

1. Community Engagement Commission: NCR recommends creating a community engagement commission to implement, monitor and support a City-wide Engagement Policy.

a.) The Community Engagement Committee (CEC) scope of authority would be:

1. Advise on implementation and administration of a citywide community engagement policy;
2. Conduct an annual review the City's Community Engagement Policy;
3. Research issues and recommend policies and courses of action with a focus on public participation, civic engagement, with an equity lens;
4. Promote broader participation and representation among diverse residents on the City's advisory board and commissions;
5. This specialized City Commission will have a need to have subject matter experts in an array of areas. It is recommended the Community Engagement Commission be comprised of up to 15 members, with one member selected from each City Council ward; and two members selected by the Mayor.

Preference will be given to those who have experience: neighborhood organizations, community-based organizations, community engagement in civic processes, reducing barriers for historically under-engaged communities being active leaders in government at all levels, or other subject matter expertise as they pertain to this work.

NCR will develop an enabling resolution for a new Community Engagement Committee by August 26, 2019.

2. NRP Policy Board: Many neighborhood organizations still have funding from the Neighborhood Revitalization Program (NRP). Improvements to the NRP will be made to align it with the vision and goals of Neighborhoods 2020. It is recommended that the NRP Policy Board continue to operate as an independent advisory board.

NCR recommends expanding the membership size of the current NRP Policy board and to expand the scope of authority to more broadly focus on all neighborhood organization efforts.

a) The NRP Policy Board scope of authority would be expanded to include the following:

1. Advise the NCR department on activities, policies and research dedicated to neighborhood organizations;
2. Oversee and make recommendations regarding funding programs, including plan amendments, policy changes and other items relating to the Neighborhood Revitalization Program, the Community Participation Program and the new funding program;
3. Fulfill the statutory requirements of the Neighborhood Revitalization Program;
4. Promote broader engagement, increase inclusion and equity, and remove barriers to participation within neighborhood organizations;
5. Increase participation of Community Based Organization's into the work of neighborhood organizations;

6. Consider appeals and grievances, and recommend corrective remedies (including a budgetary reduction) to appropriate City authorities, related to the City's neighborhood organizations;
7. Recommendations of program funding to City Council;
8. Identify potential funding formulas for neighborhood organizations to City Council.
9. Advertise, advise and promote a Citywide Neighborhood Election day in coordination with other City departments and neighborhood organizations; and
10. Review, develop and approve recommendations to NCR for neighborhood organizations engagement plans.

b) NCR recommends that membership of the NRP Policy Board be expanded from the current structure to include:

1. Mayor or Mayoral designee (current);
2. Minneapolis City Council Member (current);
3. Representative from the State Senate (current);
4. Representative from the State House of Representative (current);
5. Minneapolis School Board Member (current);
6. Hennepin County Commissioner (current); and
7. Eight (8) neighborhood representatives (new).

NCR recommends that the City adopt a Citywide Community Engagement policy and framework.

NCR will update the NRP Policy Board enabling resolution base by August 26, 2019.

(f) City-wide Community Engagement Policy: NCR will develop Citywide Community Engagement Policy for the City of Minneapolis.

The policy will be developed in partnership with City departments and will be based on the framework of the International Association of Public Participation (IAP2). The policy will serve as a guide for City staff, elected officials, partners, stakeholders and residents to understand roles, purposes, and best practices of all community engagement related activities in the City to ensure that all voices are heard and have the opportunity to participate in City's decision-making processes.

NCR will use the work and recommendations from the Citywide Community Engagement Policy workgroup (workgroup 3) as a starting point as the input from City department and other stakeholders continues. The outcomes of this process will be to have a Community Engagement Policy adopted by the City Council and an engagement tool kit that outlines best practices, techniques and planning tools for engagement.

The Community Engagement Policy will include, but not limited to the following:

1. Purpose, objectives and the City's commitment to community engagement;
2. Engagement expectations
3. Proper use of the IAP2 principles and communication;
4. Clarity around roles of:
  - a. Elected Officials;

- b. City leaders;
  - c. NCR;
  - d. City departments;
  - e. Neighborhood organizations;
  - f. Community Organizations;
  - g. Business and property owners;
  - h. Residents
- 5. Engagement with historically underrepresented communities, cultural communities and non-English-speaking residents; and
  - 6. Proper reporting and evaluation methods.